

Recruitment Best Practices Report

A Comparative Analysis

between

South Pacific Division, U.S. Army Corps of Engineers

and

Public and Private Sector Best Practices

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Executive Summary

The U.S. Office of Personnel Management (OPM) was tasked by the South Pacific Division (SPD) to conduct a review of current recruitment issues and practices within the Division and to compare current practices with best practices in other public and private sector organizations. Findings regarding SPD's recruitment practices are based primarily upon information provided to OPM by career field managers, recruiters, and new employees. Three career fields, Financial Management, Information Management, and Real Estate provided very limited information and the SPD-wide state of these career fields could not be accurately determined. All career field managers from Contracts and the Engineers and Scientist (E & S) career fields provided data for this review that establishes a good basis for findings related to these career fields.

The Engineer and Scientist career field demonstrates the greatest critical need in the recruiting area. With approximately 182 recruit actions per year, E & S has both volume and high competition in trying to fill these jobs. This also appears to be the only career field that is doing external recruitment activities. Contracts fills approximately 17 positions a year with Los Angeles and San Francisco reporting some difficulty in filling mid and higher level positions. Surprisingly, Information Management, with only two career field program managers reporting, indicated no difficulty in filling their four vacancies last year. Albuquerque and Sacramento Real Estate career program managers filled five positions with Albuquerque expressing some to moderate difficulty in filling its mid and senior level positions. Financial Management, with Albuquerque being the only District reporting in this career field, has no apparent difficulty in filling an average of 4 positions on an annual basis.

The current recruitment effort within SPD is reactive in nature. The hiring process, as understood and followed in the field is cumbersome and lengthy and a barrier to hiring quality candidates. With the exception of the E & S career field, there is no notable recruitment activities conducted beyond the routine posting of job vacancies on traditional sources (i.e. local web site, USAJOBS). College recruitment, when done, is largely limited to career days and job fairs. There is limited use of student employment program and recruitment/relocation incentives. There are no metrics in place to measure effectiveness of recruitment sources or strategies.

Recommendations include the following:

- Develop and deploy a corporate recruiting strategy in order to address current staffing shortfalls. At a minimum, a strategic recruitment plan should be developed and implemented for each career field experiencing or anticipating recruiting issues. Allocate resources to fully support strategy. (Note: The average private sector cost per hire for college recruiting is reported to range from \$5500 to \$7000 with a significantly higher recruiting cost associated with mid and senior level professionals).

- Move from a reactive to a proactive recruitment posture. SPD needs to give strong consideration to implementing a workforce planning process that is tied to strategic goals and workload projections. This should result in an action plan to address future HR gaps and provide the basis for proactive staffing and recruitment initiatives.
- Enhance SPD's image and recruiting effectiveness by building long term relationships with schools (i.e., high schools and colleges), organizations, and other recruitment sources.
- Reduce the cycle time to fill positions through closer coordination of activities, streamlining of processes, elimination of non-value-added steps, and maximizing the use of management flexibilities.
- Tailor recruiting sources based upon the type and level of position, anticipated difficulty in filling the position, and the recruitment strategies and goals employed by the organization. This includes developing an early college pipeline, enhanced use of the internet recruiting, tapping into professional organizations, and empowering and encouraging all employees to actively recruit for the organization.
- Establish one or more corporate recruiter positions, select and train recruiters and managers.
- Maximize effectiveness of recruitment tools. Revise/reformat vacancy announcement, streamline professional recruiting materials, revise web sites to fully support recruitment efforts, and increase the use of incentives to attract quality applicants.
- Establish metrics to monitor and progress desired outcomes.

Overview

Background

The South Pacific Division (SPD) of the U.S. Army Corps of Engineers (ACE) has experienced recruitment shortfalls in many of its positions over recent years. Competition for engineers and scientists has increased dramatically, especially in the California labor market. The Corps is finding it increasingly difficult to fill positions using traditional means.

SPD has recognized the criticality of this situation and has chartered an internal task force to develop a corporate approach to recruiting in today's environment. In support of this effort, SPD contracted the U.S. Office of Personnel Management (OPM) to conduct an analysis of SPD's current recruitment efforts, make appropriate recommendations, and identify relevant public and private sector best practices in recruitment.

Project Scope

OPM was tasked with reviewing the recruitment practices in five key career fields in SPD: Engineers and Scientists (E & S), Information Management, Contracts, Real Estate, and Financial Management. The review was to include the District offices in San Francisco, Sacramento, Los Angeles, and Albuquerque as well as the Division office in San Francisco.

Data Collection Methods Used

To access the current state of SPD's recruitment, data was collected during March, 2001 in several formats. Focus groups, interviews and questionnaires were used extensively to understand the practices and issues facing the Corps in their recruiting efforts.

Focus groups were conducted in San Francisco and Sacramento with recruiters and new employees. Thirteen recruiters (ten from E & S; one from Real Estate and two from career fields not covered by this study) and nine new employees (eight from E & S; one from a career not covered by this study) attended these sessions.

Questionnaires, designed to reflect the same content as the focus groups, were developed and distributed to recruiters and new employees in Los Angeles and Albuquerque. Fifteen new employees and six recruiters provided responses. Eleven of the new employee respondents were from E & S, one from Information Management, and two from other career fields. All of the recruiters represented the Engineers and Scientists career field. Interviews with the lead recruiters in each of these locations were also conducted. In addition, informal data was collected from 17 employees attending a new employee orientation in Sacramento.

Comprehensive recruitment questionnaires were distributed to all Career Program Managers at both the division and district level in the career fields covered by this

project. Fifteen of the twenty-two program managers participated in the completion of the questionnaires. The following provides the distribution of completed Career Program Manager questionnaires:

Engineer and Scientist	5 returned
Information Management	2 returned
Contracts	5 returned
Real Estate	2 returned
Financial Management	1 returned

Corporate materials were also reviewed and include the following: web sites for the division and all district offices; vacancy announcements; policies and procedures on filling positions; policy on the use of incentives for recruitment and retention; and marketing/recruiting materials used in SPD.

South Pacific Division's Recruitment Program –Findings

Due to project time constraints, career field managers served as the primary basis for information regarding recruitment activities and issues related to recruitment in their respective career fields. While the response rates in both the Contracts and the Engineers and Scientists career fields were strong, the response rates in the other fields limit the ability to draw conclusions on a division wide basis for these career fields.

Findings Common to All Career Fields

- Recruitment is reactive in nature, when a vacancy occurs, a recruit request is generated. There appears to be no systematic staffing planning at either the district or division level. Workforce planning, when done, is tied to budget implications and is not apparently translated into staffing/recruiting planning requirements.
- The hiring process, as understood and followed in the field, is cumbersome, lengthy, and a barrier to hiring quality candidates.
- There is limited use of the student employment programs, such as the Student Career Experience Program (SCEP) – formerly known as the Co-op Program. In a twelve-month period, ending April 2001, SPD hired 8 SCEPs and 63 students in the Student Temporary Employment Program (STEP). The Park Rangers reported success in using these programs for their recreational projects.
- The internal automated staffing process does not do an effective job of matching applicants' interests with specific job openings below the GS-14 grade level. There appears to be no screening tool to allow applicants to apply for a specific job at a specific location.

- College recruitment, when done, is conducted by professionals in the career field. Presence on college campuses is largely limited to career days and job fairs.
- There is limited use of recruitment, relocation and retention incentives. While a need may exist in certain areas, there appears to be hesitancy in using the incentives because of concern over fairness and equity issues.
- There are no metrics in place to track effectiveness of recruitment sources nor cost of recruiting.

Findings by Career Fields

Engineers and Scientists

- The four District offices, Albuquerque, Los Angeles, Sacramento, and San Francisco, and the Division office responded to this survey. The Division office indicated that it does not recruit externally for positions. The District offices do face significant challenges in meeting their recruitment needs. Overall the Albuquerque Office appears to enjoy more favorable conditions for recruiting students, entry and mid level employees than the other District offices in SPD. The District offices reported varying degrees of difficulty in hiring mid and senior level personnel and management personnel. The chart below reflects the degree of difficulty reported in recruiting for these positions. (1= easy; 5 = nearly impossible)

	Albuquerque	Los Angeles	Sacramento	San Francisco
Student	1	4	3	3
Intern/Entry	1	4	3	4
Mid	2	5	5	3
Senior	4	3	2	4
Management	4	2	2	3

- The District offices average 182 recruit actions per year. Los Angeles leads the offices with 90 actions, followed by Sacramento with 48 actions, San Francisco has 34 and Albuquerque has 16 jobs. The 182 recruit actions are distributed as follows:

Student/Entry Level	60 positions
Mid Level	75 positions
Senior Level	39 positions
Management	14 positions

- Recruitment incentives have recently been authorized for use in entry-level positions in the Los Angeles District office. They do not appear to be needed in Albuquerque at present. There has been very restricted use of the incentives

in Sacramento and San Francisco. Department of Army (DA) career interns all receive recruitment bonuses. Los Angeles local career interns have recently been authorized recruitment bonuses.

- All four District offices attend career days/job fairs at universities. Campus activity beyond these events appears limited. Los Angeles has also attended targeted minority career events. Albuquerque has little difficulty in attracting students from area universities, unlike the other District offices. San Francisco visits UC Berkeley and UC Davis, which have extremely competitive recruiting environments. Los Angeles recruits at seven southern California universities but their success at these schools has declined significantly. Sacramento routinely recruits at US Davis, UN Reno, and CSUS Sacramento. The effectiveness of Sacramento's recruiting efforts at these schools was unknown. Student employment programs, such as SCEP, do not appear to have been used to any significant extent.
- Internet recruitment sources have had limited use by the District offices. San Francisco has used Coastal List – a coastal engineering specific trade site, and JobTrak. The effectiveness of these sites was not reported. Albuquerque has had one experience with Monster.com, which produced no applicants. Sacramento has also used this web site but reports limited effectiveness.
- Paid advertising in trade publications such as ENR, ASCE, and SAME have produced quality candidates for the San Francisco District office. Recruitment advertisements in local San Francisco and Albuquerque newspapers have had limited or unknown effectiveness in recruiting engineers. Albuquerque has had good results from newspaper ads when recruiting engineering technicians. Los Angeles and Sacramento have not used paid advertising in their recruitment efforts.

Information Management

- Responses received from Sacramento and Albuquerque indicate no current difficulty in filling positions in this career field.
- An average of four positions is filled on an annual basis within these two offices. However, it should be noted that the three positions that required experience were filled in the past year through the Priority Placement Program and not through a recruitment process. The breakout of positions filled is as follows:

Student/Entry	1 position
Mid Level	2 positions
Senior Level	1 position

- To date it appears as though a strong recruitment effort has not been necessary in order to fill jobs. Jobs have been filled through traditional means (internal or DEU) with little focused recruitment activity. A local newspaper ad was used once but its effectiveness was not reported.
- Career field managers expressed concern regarding the increased competition for skilled personnel in the industry and a projected retirement bulge (in Sacramento District Office) in five years.

Contracts

- All offices responded to the questionnaire and reported no real difficulty in filling student and entry-level positions. Los Angeles indicated that mid and senior level positions were moderately difficult to fill and San Francisco expressed some difficulty in filling a management position in this career field.
- An average of 17 positions is filled on an annual basis. The SPD wide breakdown for these positions is as follows:

Student/Entry Level	5 positions
Mid Level	8 positions
Senior Level	2 positions
Management	2 positions

- Primary recruitment sources used are the Army Civilian Career Evaluation System (ACCES) and RESUMIX. District offices gave mixed reviews regarding the quality of applicants referred through these sources. The Sacramento Office has also used the Outstanding Scholar and SCEP. The Division office indicated use of SCEPs, Department of Army interns, and military 51 officers as effective recruitment sources.
- Chief competitors appear to be other Federal agencies who can offer greater promotional opportunities or simply higher-grade level structures.
- Most offices have taken a reactive approach to filling positions once vacated. Due to years of Department of Defense downsizing, many jobs are filled with older workers. There are very few young workers in the pipeline to replace individuals who retire. Sacramento is looking at using co-op appointments to begin preparing for future retirements. Los Angeles has re-engineered a number of positions in the past three years and has developed a staffing plan to fill them.

Real Estate

- The Albuquerque and Sacramento District Offices together fill an average of five real estate related positions a year. Albuquerque expressed moderate

difficulty at filling its mid level position and some difficulty at filling its senior level position. The positions filled were identified as:

Student/Entry Level	1 position
Mid Level	3 positions
Senior Level	1 position

- Chief competitors for talent in Sacramento appear to be other local Federal and state agencies as well as other Districts. Albuquerque, on the other hand, views the higher paying private sector organizations as their chief rivals for talent in this career field.
- RESUMIX serves as the primary recruitment source for both offices. Sacramento also sends vacancy notices to all District and Division Real Estate Offices. Albuquerque has had good success when advertising in the local newspaper. No other recruitment efforts appear to be done in these offices.

Financial Management

- The Albuquerque District Office was the only respondent from this career field. Albuquerque fills an average of four positions each year with little apparent difficulty. The positions filled by this office were identified as follows:

Student/Entry Level	2 positions
Mid Level	2 positions
- Albuquerque's primary recruitment source is other Federal agencies and other Corps offices. Use of the career referral system is required for positions at or above GS-11.
- Staffing of positions in this career field is largely reactive in Albuquerque. However, plans have been made to recruit two entry-level accountants from a local university in order to prepare for future retirements.
- Primary competitors for Financial Management positions in Albuquerque are reported to be other Federal agencies and other ACE offices that have higher-grade level structures.

Recommendations and Best Practices

The following analysis includes these key areas associated with recruitment: planning, recruitment strategy, building relationships, recruitment processes, recruitment sources, recruiters, and recruitment tools. Recommendations for SPD are provided at the beginning of each section. There is a description of the current SPD practices within each topic and a description of relevant industry best practices. Specific examples of best practices, both within ACE and within other organizations are annotated with the diamond bullet.

Planning

- All career fields would benefit by workforce planning. While recruitment is not an issue in several career fields today, the projected retirement bulge that can be found in most Federal government offices will have significant implications in the not too distant future. Without effective planning, the loss of knowledge and skills to an organization can be devastating. Projected labor shortages, especially in California, will make the task of finding replacements even more difficult. In addition, the recruitment pipeline takes time to develop. If you wait until you really need the pipeline to establish it, you are too late.
- SPD must move from a reactive recruiting posture to proactive staffing and recruiting. Workforce planning provides the basis for this shift. Recruitment strategy (i.e., recruit A+ players or B level players) must be aligned with recruitment tools (i.e., bonuses, advance in hire rates) and organizational offerings.

SPD ACE	Best Practice
<ul style="list-style-type: none">• Formal workforce planning is currently done for purpose of budget projections only.	<ul style="list-style-type: none">• Workforce planning is tied to the strategic goals of the organization and the resulting workload projections. The strategic plan provides the direction for spending the budget and allocating resources. Workforce planning identifies gaps in personnel and skills, which are translated into staffing and action plans. A good plan also requires that measures be put into place to monitor outcomes and to support changes in strategy when it isn't producing the necessary results.<ul style="list-style-type: none">❖ See www.opm.gov/workforceplanning/ for planning model and agency examples.

Recruitment Strategy

- The recruitment posture within SPD should be strategic, proactive, and a top management priority in terms of resource allocation. Human resources are the backbone of an organization. Passive recruitment practices of the past are not effective into today's labor market.
- In order to attract and retain a quality workforce in today's environment, SPD must be willing to commit additional financial and staff resources to the recruiting efforts.
- Management must take responsibility and ownership of the recruitment program using HR in a consultative and facilitative role.
- At a minimum, a corporate strategy needs to be developed and deployed for those career fields where recruitment issues exist or are anticipated.

SPD ACE	Best Practices
<ul style="list-style-type: none"> • There is a high degree of frustration among managers regarding their role and HR's role in the recruitment process. The two most common responses when managers were asked about their recruitment program are "There is no program" or "It is broken". Managers expressed concern that recruiting functions previously done through HR are no longer being done and consequently a lot is "falling through the cracks". 	<ul style="list-style-type: none"> • The ability to attract and retain a competent workforce is a management responsibility. Recruitment and retention programs are owned by management. The hiring responsibilities belong to management. Management must set strategy and direction and define roles, responsibilities, and required outcomes. HR, in a consultant role, facilitates the process and advises management from a HR professional and regulatory perspective. ❖ Apart from setting strategy, which traditionally is a leadership function, all managers should play a role in the recruiting process. Attachment A, which was developed through focus groups conducted by OPM, describes the role of all managers in the recruiting process.

<ul style="list-style-type: none"> • Most career field program managers reported a reactive recruitment posture that is carried out on a “hit or miss” basis and focuses only on filling vacancies rather than planning for future needs. <p>Two District level career program managers indicated that they were beginning to plan for future retirements by hiring SCEPs and entry level employees.</p> <ul style="list-style-type: none"> • External recruitment, when done, is planned by whoever has an interest or need and tends to have a short range focus. 	<ul style="list-style-type: none"> ❖ Corporate recruitment managers, often in HR, coordinate recruitment efforts among offices and career fields in support of organizational strategies and direction. Bonneville Power Administration (BPA) has 3 professional full time recruiters to support recruitment needs for a workforce of 3000. The corporate recruiter identifies and attends events with the hiring manager and other line staff who have a “connection” with the recruiting activity. NASA also employs full time recruiters to meet its workforce needs. <ul style="list-style-type: none"> • Managers are always looking for the next good hire, regardless of whether a vacancy exists or not. Their focus tends to be on a good fit for the organization versus one specific position. (Private sector best practice but adaptable to public sector) • Development of an annual staffing plan that projects vacancies for the following year. • Strategic recruitment plan – tied to both the workforce plan and staffing plan, the strategic recruitment plan identifies the recruitment strategies (both short and long term) based upon projected external recruitment needs, job market conditions and overall goals of the organization. Resources to implement the plan are identified and allocated. <p>The average private sector cost per hire for college recruiting is reported to range from \$5,500 to \$7,000 (Corporate Leadership Council, Feb., 1999, p. 4.)</p>
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	<ul style="list-style-type: none"> ❖ Bonneville Power Administration (BPA) does a strategic recruitment plan (2-5 years out) for each critical/core occupation. See Attachment B for BPA's Engineer Recruitment Plan. In the attachment you will note that BPA has a high-level recruitment strategy for Engineers which covers all organizations and geographic locations within BPA. Recruiting activities are coordinated with all key engineering organizations. This plan is supplemented with organizational specific plans when necessary. ❖ In an April, 1999 report by the Corporate Leadership Council, recruitment strategies used by their profiled private sector companies included: premium pay, sign-on bonuses, increased internet recruiting, employee referral programs, search firms, corporate branding, full time offers to contingent workers, and a centralized resume database.
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Build Long Term Relationships

- In order to maximize effectiveness of recruitment sources, building relationships and a long-term focus is needed in SPD. Good, productive relationships serve to enhance the image of the organization and open further opportunities to attract the type of applicants the organization has targeted.

Note: Information regarding enhancement of SPD's corporate image in support of recruitment is submitted as a separate report.

SPD ACE	Best Practice
<ul style="list-style-type: none"> ● Relationships with universities are primarily limited to career days and job fairs. 	<ul style="list-style-type: none"> ● Relationships with universities are most effective when they are on going and not limited to one or two activities a year.

	<ul style="list-style-type: none"> ❖ Visit college placement staff in the fall and discuss upcoming events – educate them about your organization; network with faculty; make presentations in classes or student organizations; provide on site tours for faculty and students; hire faculty as consultants in the summer; sponsor classroom projects that relate to the Corps; use SCEP and summer hiring extensively. ❖ Private sector reports the use of relationship/strategy teams that assist, devise and carry out recruitment strategies for specific schools. These teams may include senior executives to line managers as well as recent alumni. Corporate Leadership Council, Feb, 1999, p.3) ❖ A study of the recruiting practices of four private sector companies identified four tactics used to maintain relationships with colleges and universities: establish internships and externships for students and faculty; fund academic programs; maintain contact with professors and career services offices; and volunteer corporate executives to guest teach classes. (Corporate Leadership Council, Feb, 1999, p. 4). ❖ Private sector companies profiled by the Corporate Leadership Council (Feb, 1999, p. 19) emphasized the importance of creating a single, unified corporate image across all the schools at which they recruit.
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<ul style="list-style-type: none"> • Membership in professional organizations is largely practiced as an individual decision rather than an organizational strategy. 	<ul style="list-style-type: none"> • Active membership and leadership roles in professional organizations serve to enhance the image of the organization and provide valuable referral and recruitment sources – especially for mid and senior level staff. Organizations that recognize the benefit of this provide resources and staff time and encourage employees to participate. ❖ Numerous private sector organizations have corporate strategies regarding their involvement with professional organizations. Specific objectives and goals are identified and progressed in order to determine the value/return on this resource commitment.
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Recruitment Process

- The cycle time from recruitment to job offer must be reduced in order to be successful in tight labor market conditions. The recruit/fill process should be reviewed, streamlined, and non-value added steps eliminated.
- Closer coordination and communication among selecting officials, recruitment activities, and applicable HR components has the potential to significantly reduce cycle time.
- Streamlining of non-regulatory recruitment processes, which enhance management's flexibilities, could also significantly reduce the time to fill vacancies. Flexibility in the application procedures should be maximized especially when attempting to recruit non-Army applicants.

SPD ACE	Best Practices
<ul style="list-style-type: none"> • The flow of the recruitment process is lengthy and time consuming. Antidotal information provided conflicting information regarding where and why lags occurred. WCPOC reported in 2nd Quarter-FY01 the average time to fill a position by all installations serviced by them was 81 days, with managers averaging 20 days to make a selection from a certificate. For this same period SPD averaged 106 days with 28 days of that time spend with the manager in the selection process. However, the 28 day average is actually much higher because 44% of the actions were non-competitive actions requiring no management time for selection. It should be noted that the time spent in all steps of the recruitment process for SPD were longer than the WCPOC wide average. • Perceptions by most career field managers and recruiters indicated that good applicants are “lost” between the recruitment and selection process due to time lags. <ul style="list-style-type: none"> ❖ At a recent minority career fair, recruitment efforts were coordinated with the closing of announcements and effectively eliminated the lag time between recruitment and job offer 	<ul style="list-style-type: none"> • The recruitment process is regularly reviewed and revised based upon changing needs and conditions. Non value added steps are eliminated. Metrics are established to monitor outcomes and measure results. • Seek direct hire authority when a true shortage exists. (The DEU can authorize this when there is a shortage of qualified candidates, the job announcement is open continuously, and recruitment efforts have been proactive. Note: the rule of three and veterans’ preference still apply.) • Coordinate open and closing dates of DEU/OPM exams with recruitment activities. Partner with HR for “immediate” turn around.

<ul style="list-style-type: none"> • Recruiters reported that their inability to make on the spot job offers at career fairs makes it extremely difficult for ACE to be competitive in today's market. • None of the new employees participating in the focus groups had contact with an ACE recruiter. On site interviews prior to the job offer were also not reported. 	<ul style="list-style-type: none"> ❖ Intern coordinator at Rock Island CPOC will provide a 10-minute turn around on certifying <u>complete</u> applications that are faxed to that office. Coordination in advance is necessary. (Call Pat Moylan @ 309-782-5810). Note: The standard certificate request turnaround for an intern position is report to be two days by this CPOC ❖ WCPOC has indicated that they are willing to make similar accommodations for special recruiting events. • Use your full range of appointing authorities when recruiting – don't limit yourself to DEU for external applicants. • Close coordination with HR has the potential to eliminate that perceived barrier. • Private sector recruiting processes, as profiled by the Corporate Leadership Council (Feb, 1999, p. 3) typically involved a first round of interviews on-campus and a second round of interviews at corporate headquarters with job offers made within a week or less of the second interview. • While on the spot offers may be made to applicants at job fairs, it is not known how many of them accept the offers without a chance to first visit the organization. • At a minimum, recruiting the candidate should not stop at the job fair or upon the job offer but should continue through the reporting process.
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<ul style="list-style-type: none"> • Career field managers indicated the complex application and hiring process was a barrier to hiring 	<ul style="list-style-type: none"> • The application process needs to be as easy and fast as possible in order to retain the interest and commitment of the applicant in seeking employment with the organization. This is especially true for external hiring. <ul style="list-style-type: none"> ❖ OPM allows managers to identify and hire “non competitive” eligibles once applicable regulatory requirements have been met (i.e. clearance of mandatory placement programs). For many non-competitive actions (i.e. reinstatement, transfer at same grade, student employment programs, etc.) there are no regulatory requirements for a formal referral list for these types of placement actions. Managers may attach a resume and proof of eligibility to a “Request for Personnel Action” with the name request identified and the new appointment is processed. WCPOC reports SPD managers have similar flexibilities.
<ul style="list-style-type: none"> • The basic application varies depending upon the recruitment vehicle used (i.e. DEU, Intern, or a RESUMIX position). The 107-page RESUMIX application kit and process can be intimidating to non-Army personnel and a possible deterrence to outside applicants. 	<ul style="list-style-type: none"> • The resume, a long-standing private sector standard, should be used to the maximum extent possible when soliciting applicants from outside the agency, especially when seeking candidates from outside the Federal sector. Non competitive actions with limited applicants would be especially well served through simplified application procedures.

<ul style="list-style-type: none"> • Assistance provided to “outside” applicants varies considerably with SPD. Some recruiters “hand hold” applicants through the application process; others give the applicant a web site and depend upon the applicant to follow through without further assistance. Partial applications are often referred to CPOCs after recruiting events. This can significantly delay the issuance of a selection certificate and result in candidates getting other job offers before action can be taken in SPD. 	<ul style="list-style-type: none"> • The success rate for recruiters is enhanced when they monitor and direct the application process so as not to lose the applicant. Directing applicants to USAJOBS can result in applicants finding other jobs and the recruiting agency loses out. ❖ Recruiters should fully screen individuals at job fairs and help them with the application process. Batch fully completed applications (with transcripts if required) and forward to appropriate CPOC with name requests, if applicable. If referral to a web site is necessary, recruits should be referred to the recruiting organization’s web site with linkage to a specific job announcement in USAJOBS. This makes it easier for the applicant to identify the job and reduces the risk of losing them to another Federal entity at this stage in the process. ❖ At college recruiting events, BPA has offered students \$100 if they brought both their resumes and transcripts to the job fair.
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Recruitment Sources

- Recruitment sources must be tailored to the type and level of the position, the anticipated difficulty in filling the position, and the goals of the organization.
- For entry-level positions, strong consideration should be given to developing a pipeline of students early in their academic studies through student employment programs. SPD needs to seek creative ways to entice students to their organization for work experiences. Tuition support and/or assistance with housing can provide students with incentive to accept SCEP positions that may not be paying top dollar.
- Internet recruiting sources should be expanded to include national, regional and special interest sites.
- Professional organizations need to be tapped as recruitment sources.

- ACE employees should also be used to leverage SPD's recruitment efforts.

SPD ACE	Best Practices
<ul style="list-style-type: none"> • College recruiting – There appears to be no overall defined goals or strategy in college recruiting in SPD. Current focus is primarily on recruiting at the time of graduation through job fairs and career days. There appears to be no criteria for selecting colleges other than the likelihood to produce viable candidates and/or availability of ACE personnel to attend job fairs. Limited success reported using summer and co-op programs. ❖ Los Angeles District office tracks schools of E & S interns to identify and target future recruitments. ❖ Los Angeles District office (E & S) maximizes college recruitment efforts by sending former alumni to recruit for ACE at their schools. ❖ Albuquerque District office has a good track record of success in recruiting E & S from University of New Mexico, New Mexico State University, University of Texas -- El Paso and Technical Vocational Institute. ❖ Sacramento District office has adopted a high school and meets with math students on a monthly basis to encourage them to consider engineering as a career. Career fairs at middle schools are also attended by District employees. 	<ul style="list-style-type: none"> • College recruiting – Successful college recruiting is, to a great extent, based upon relationships established with the school and its target student population. To be competitive in today's environment, recruiting must start early in a college student's career by demonstrating a corporate presence on campus, technical and professional excellence in the field, and providing opportunities for learning and working in the organization while a student. Successful student work experiences not only translate into future permanent employees after graduation but also provide for additional recruitment sources on campus when the students share their positive work experiences with their peers. ❖ The most common factors used in determining which schools to recruit are: curriculum, diversity, location, prior hiring success and national academic ranking. (Corporate Leadership Council, Feb. 1999, p. 3.) See Attachment B for an example of BPA's college selection process for Engineers. ❖ Bonneville Power has an extensive summer work program and intern program. They entice students by providing them with housing. They send students back to school with numerous logo items to promote awareness of BPA on campus. BPA pays students a headhunter's fee if BPA hires a student they refer.

	<ul style="list-style-type: none"> ❖ CISCO Systems also provides housing for their summer interns, logo clothing to wear on campus, care packages during the year, luncheons and intern video conferences with the CEO, stock options to be collected after graduation upon completing a prescribed amount of time as a permanent employee.
<ul style="list-style-type: none"> • Internet recruiting – Internet recruiting is done through posting job vacancies on local ACE web sites (Albuquerque), providing linkage from local web sites to other Army sites which host the job announcements, or providing linkage to USAJOBS. There were two reports of using Monster.com job board with very limited results. ❖ Informal emails are sent to personnel within some district offices and/or within career fields to inform personnel of vacancies and solicit their interest. ❖ JobTrak (aimed at college students & new graduates) has been used in a limited capacity – effectiveness was not reported. ❖ San Francisco District office reported used of a coastal engineering program college web site that generated good applications. coastal_list@UDel.Edu 	<ul style="list-style-type: none"> • Internet recruiting- There are four basic categories of internet recruiting: nationwide job boards; organization web sites; the web sites of professional organizations; and regional web sites. Some web sites allow hiring entities to search their database of resumes; others provide a site to post job openings; some provide both. Based upon an organizational assessment of difficulty in filling position, organizational needs, and organizational capabilities to screen large number of resumes, a strategy should be developed and metrics put into place to determine the return on investment and effectiveness of sources used. See Attachment C for a listing of non-government web sites that could serve as recruiting sources for SPD. ❖ An IT recruiting strategy used by one company involves hiring managers browsing Internet chat rooms popular with IT professionals to identify and recruit those seeking new employment. This strategy includes the following steps: <ol style="list-style-type: none"> 1. Use search engines to identify relevant sites—<i>e.g.</i>, an industry site correlating to the position 2. Identify a contact that may led to potential applicants—<i>e.g.</i>, someone involved in an industry chat room

	<p>3. Actively recruit individuals identified as qualified candidates—using a spider tool, organizations may retrieve from the Web resumes of qualified candidates even if they are not seeking new positions actively. Tactics such as spider tools not only identify top candidates but also automate many tasks that recruiters at other firms are forced to complete manually, including visiting relevant Web sites, following links, retrieving documents and reviewing resumes. (Corporate Leadership Council, April, 1999, p. 8)</p>
<ul style="list-style-type: none"> • Professional organizations <ul style="list-style-type: none"> ❖ In the E & S career field, San Francisco has identified local chapters of ASCE and SAME that produce good recruitment results. ❖ Los Angeles District office targets E & S recruitment efforts to minority engineering organizations i.e., African American and Hispanic Engineering Societies. 	<ul style="list-style-type: none"> • Professional organizations – Professional organizations, both internal and external to the Federal sector serve as good recruitment sources. • Attendance at professional conferences also produces excellent networking opportunities and conference attendee lists can also provide possible referral resources. <ul style="list-style-type: none"> ❖ See Attachment C for web sites of professional organizations
<ul style="list-style-type: none"> • Professional publications <ul style="list-style-type: none"> ❖ San Francisco E & S has reported successful results through advertising in ENR, ASCE and SAME publications 	<ul style="list-style-type: none"> • Professional publications for mid and senior level positions are good recruitment sources. <ul style="list-style-type: none"> ❖ BPA uses a professional ad agency to develop and place ads into publications. Because of the volume of work that the ad agency does with a publication, often discounts can be received that would not have been available to an individual organization.

<ul style="list-style-type: none"> • Employee recruiting – There is currently no organizational strategy or incentive for encouraging individual ACE employees to seek out and refer potential applicants for ACE vacancies. ❖ Sacramento has had a positive experience when broadcasting job openings to District employees. While the original purpose was to alert current employees who may be interested in the position, it had an unintended positive benefit when employees told their friends about it and the friends subsequently applied under DEU procedures. 	<ul style="list-style-type: none"> • Employee recruiting Many organizations, both Federal and non-Federal, have maximized their recruitment efforts by encouraging all of their employees to seek out new talent for the organization. Word of mouth and networking remain effective recruitment tools. Numerous Federal agencies have used incentive awards to reward employees for referring individuals who are subsequently hired by the organization. There usually is a requirement that the referral must be actually hired in order for the employee to be compensated. “Headhunter” awards are usually authorized for specific types of jobs (i.e. hard to fill). The awards are also generally limited to non-supervisory employees who do not have recruiting duties. A finder’s fee may be authorized at the time of the hire or after the referral has been employed for a specific amount of time. OPM will be issuing new guidance on this very shortly. ❖ BPA pays employees who refer successful applicants \$300 at time of hire and an additional \$700 after the referral has been with the organization for one year. A Navy engineering organization provides headhunter fees at the time of hire. ❖ BPA has also authorized its SCEP students to receive the award. This has been a very effective recruitment strategy as students go back to campus and promote BPA.
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	<ul style="list-style-type: none"> ❖ A Corporate Leadership Council brief (dated April 1999) reported private sector employee referrals paying from \$750 for non-exempt hires to \$1,500 - \$4,000 for exempt hires. Employee referrals are reported to be very cost effective and yield a high number of quality candidates. ❖ Cisco Systems has “Make a Friend @ Cisco” program which pairs up job seekers with employees in relevant work units and “fast tracks” the initial interview process. Over 20% of Cisco’s employees are hired through this program.
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Recruiters

- Consideration should be given to establishing one or more corporate recruiter positions within SPD. The corporate recruiter could be tasked with facilitating the development of the corporate recruitment strategy and implementation plan, identifying and coordinating recruitment activities across functional and/or organizational lines, evaluating recruitment efforts, and training technical recruiters.
- The roles of the technical recruiters should be defined, competencies identified, recruiters screened and selected based upon desirable competencies and characteristics, and necessary training provided.

SPD ACE	Best Practices
<ul style="list-style-type: none"> • The corporate recruiter position does not presently exist within SPD. 	<ul style="list-style-type: none"> • Federal agencies that find themselves in competition with the private sector for available resources, particularly in the scientific and engineering fields, have found the need to devote full time resources to manage the recruitment effort. ❖ BPA and NASA serve as prime examples. Navy engineering and scientific organizations have also established recruiters’ positions.

<ul style="list-style-type: none"> • There currently is no training provided to technical recruiters or selecting officials regarding recruiting or HR hiring options or recruitment tools and flexibilities. At present, there is no regular HR presence at the on site recruitment event. ❖ The recruiter's tool kit currently under development will provide guidance regarding hiring options and recruitment tools. 	<ul style="list-style-type: none"> ❖ Private sector reports the best success in recruiting when full time personnel are dedicated to the function. Managing a recruiting program as a collateral function has not proven effective. Many companies report a centralized corporate recruiting function that develops strategy, monitors effectiveness, identifies sources, and ensures a consistent corporate approach to recruiting. Hiring managers and other technical personnel retain a vital role in the actual recruiting activity and relationship building strategy implementation. • The careful selection and training of recruiters is essential to successful recruiting. • In many private sector companies, recruiting is considered a “plum” assignment and only top employees are selected to perform these tasks. Characteristics of recruiters, as outlined by one federal agency, are found in Attachment D. • Corporate recruiters are often responsible for training local recruiters and hiring managers on areas related to recruiting techniques, interviews, employment programs and benefits.
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Recruitment Tools

Recruitment tools often provide the first impression of the organization to a job seeker. Tools used to recruit should be developed specifically for that purpose and not serve multi-functions. They also must address those employment attributes in your organization that are attractive to your targeted job seekers. Balance must be obtained between providing enough information and providing information overload. The tools must quickly draw the job seekers in and allow them to ascertain the commonalities between what they seek and what your organization has to offer.

- Job announcements should be succinctly written, with benefits quickly observable. They need to be visually appealing to the maximum extent possible. They need to create a sense of action to the applicant – stale job announcements should be removed or, at least, redesigned.
- Consideration should be given to developing professional recruiting materials for the intern program. Recruiting materials need to be kept current. Caution needs to be exercised in the amount of detail that is provided in some materials.
- SPD web sites should be modified to fully support recruitment efforts.
- Additional use of incentives (i.e., bonuses, advance in hire, tuition payback, etc.) should be considered when setting recruitment strategy. Consistency in the use of incentives among offices with similar recruiting issues should be reviewed in order to avoid internal competition for limited human resources.

SPD ACE	Best Practices
<ul style="list-style-type: none"> ● Job announcements USAJOBS – SPD job announcements on USAJOBS tend to have a very lengthy job description in block format. Benefits are generally listed towards the beginning of the announcement but tend not to stand out and also are frequently vague. (“May authorize a recruitment bonus”) Hyperlinks to SPD home pages are not used. <ul style="list-style-type: none"> ❖ Albuquerque District office advertised the Army Intern position and had it hyperlinked to DA Intern web site. Linkage was also made to <u>specific</u> job openings in USAJOBS ● Some job announcements appeared “stale” as they were opened months ago with one vacancy identified and remain “open until further notice”. This can produce a negative image to the applicant who wonders why the job is still unfilled. It suggests that something is wrong with the job or the organization does not make recruiting and hiring a priority. 	<ul style="list-style-type: none"> ● Job announcements Electronic job boards often restrict the space and graphics that a recruiting organization can use. It is important to the job surfer to be able to quickly determine whether the job duties are appealing. An introductory paragraph should highlight the key aspects of the job. Additional detail can then be provided but, at a minimum, should be in paragraph form. In addition, key benefits should be highlighted – perhaps in bullet form. If you are going to give a 25% recruitment bonus, highlight it. A hyperlink to the organization’s web site should also be included.

<ul style="list-style-type: none"> ● One posting on Monster.com was also reviewed. The content was displayed in a very long block paragraph. The employer was listed as Western Civilian Personnel Op and not USACE. No logo was used. The only point of contact provided was the CPOC web site. 	<ul style="list-style-type: none"> ● When using job boards, the job posting must be visually appealing to the job surfer. The name of the organization and a line or two about the organization is essential. The use of a logo also makes it more appealing and leaves an impression about the organization. Job descriptions should be kept to a minimum on the site and organizational differentiators should be included to entice the job surfer to seek further information. The organization needs to “sell” the job, not the remote servicing personnel office.
<ul style="list-style-type: none"> ● Recruiting materials The Corps has had professional recruiting materials developed that are very colorful and contain a significant amount of detail. In addition, it appears that some of the same materials are also used for business development. The materials are very comprehensive in describing the variety of services provided by the Corps and the types of opportunities available. One large brochure (Employment with the U.S. Army Corps of Engineers – dated 5/25/93) and one “slip” on Clerical or Secretarial Employment (dated 5/25/93) require updating. ❖ The newer corporate materials all include a web site address, usually the ACE Headquarters site. Many materials also include phone numbers for Public Affairs. ❖ Sacramento District has developed its own tri-fold brochure for Engineer and Scientist positions. Included in the brochure are technical points of contact for the various E & S career fields. 	<ul style="list-style-type: none"> ● Recruiting materials Professionally developed recruiting materials are a basic necessity in the world of recruiting today. Recruiting materials should be developed for specific target audiences and highlight the features of the organization that would be most appealing to that target group. Understanding what the target group is seeking in an employer is essential in both marketing the organization and in accurately portraying it to prospective employees. Dual-purpose promotional materials (i.e. used to grow business and to recruit new employees) should be avoided, or at a minimum, used with caution and not until further into the recruitment/interview process.

<p>Individual flyers were also made for SCEP appointments and summer hires. The CPOC web site and mailing address was the only contact information provided. Information about locations and salaries was also omitted.</p> <p>❖ A “slip” insert covers most career fields.</p>	
<ul style="list-style-type: none"> • Web sites The primary purpose of all ACE web sites within SPD appears to be programmatic rather than for recruitment. The Los Angeles District office currently does not mention job opportunities within the Corps but is planning to add this feature to its web site shortly. ❖ Sacramento, Albuquerque, and San Francisco District offices and the Division office all have employment opportunities referenced on their home pages. <p>Albuquerque District web site: Home page has obvious link to employment opportunities page.</p> <p>❖ Weather report on home page is nice recruiting tool.</p> <p>Job announcements vary from actual announcements to position descriptions – which gives bureaucratic feel. It is not always clear who can apply for the jobs or how to apply. In some cases it would be necessary to call to determine this.</p> <p>❖ Local points of contact are good.</p>	<ul style="list-style-type: none"> • Web sites Organization web sites can be an extremely effective tool if designed with recruitment in mind. One out of four college students rejected potential employers from job consideration because of poor design of their web sites. • Make web sites easy to find by registering them in many search engines. • Reference web sites in other recruiting materials and advertisements ❖ Hyperlink organization web site from job announcements on job boards like www.Monster.com and www.USAJOBS.opm.gov • Home page must “grab” job seeker – less than 10% of job surfers scroll for information beyond top page. Images and bright, complex, moving stimuli are good eye catchers. ❖ See www.navy.mil • It must be easy to use. Job seekers should be able to quickly obtain organizational and job relevant information.

<p>General employment information links to USACE employment page. No information available on benefits. Links to USAJOBS with no direct link to ACE jobs or Albuquerque District jobs.</p> <p>San Francisco District web site:</p> <ul style="list-style-type: none"> ❖ Employment link easy to find on home page. ❖ Home page has clean, professional feel. <p>Employment opportunities page very plain; links to CPOL and USAJOBS not explained.</p> <ul style="list-style-type: none"> ❖ CPOL is easy to navigate – good links to DA Interns and specific job openings in USAJOBS. <p>No explanation of civil service benefits apparent in CPOL. No hyperlinks back to district offices. Link from CPOL to USAJOBS goes to homepage and requires applicant to navigate around to find District jobs.</p> <p>Sacramento District web site:</p> <p>Home page very “bureaucratic” appearance, too wordy. Link to SPD Human Resources Directorate, which appears geared to current employees. Posted HR related news article had a negative message which does not serve the recruitment function; benefits geared to current employees.</p>	<ul style="list-style-type: none"> ❖ Cisco Systems (www.cisco.com) has its employment site set up so potential applicants can gather all the information they need and begin the initial steps in the application process within a 10 minute timeframe. ● Recruitment web sites must build a relationship between organization, applicant and job. Examples include employee testimonials, values of the organization, quality of work life, and realistic job previews. ● The application process must be easy and readily available. On line applications allow job seekers to commit to action while their interests are peaked.
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<p>RESUMIX link to CPOC-confusing to non-army job surfers. From this point of entry in CPOC there is no obvious explanation about DEU vs. current recruiting actions. Also, in current recruiting actions, ACE jobs are listed as “COE”.</p> <p>South Pacific Division web site Opening page is too programmatic and does not entice job surfer to look further. Employment information link not obvious to all – link provided to SPD’s Human Resources Directorate vs. employment opportunities. See above Sacramento District web site comments relative to Human Resources Directorate web site. No direct links to District home pages and District employment opportunities.</p>	
<ul style="list-style-type: none"> ● Use of incentives <ul style="list-style-type: none"> ❖ Moving costs for Federal employees appears to be consistently offered. Moving costs for new employees appear to be authorized for E & S positions. It is not known whether other career fields offer this option for any of their positions. <p>Travel cost for on-site employment interviews, when conducted, are generally but not always covered by the organization.</p> <p>Recruitment/relocation bonuses have had very limited use.</p> <ul style="list-style-type: none"> ❖ DA E & S interns all receive recruitment bonuses. This is the only career field that offers this incentive to their centralized interns. 	<ul style="list-style-type: none"> ● Use of incentives <p>The private sector has used incentives to attract and retain quality employees for a considerable amount of time. The changing attitudes towards viewing employees as strategic assets and the shrinking labor pool has further increased the use of these incentives. Federal agencies have recently been authorized to pay bonuses associated with recruitment and retention of employees.</p> <ul style="list-style-type: none"> ❖ Agencies that have used these bonuses have tended to use them for categories of positions i.e., Information Technology positions; Engineer and Scientist positions, etc.

<p>❖ Los Angeles recently authorized local E & S interns to receive recruitment bonuses.</p> <p>Recruitment bonuses, when offered, appear to be on a sporadic basis and limited to the E & S career field. The inconsistent use of recruitment incentives for similar jobs located in different SPD offices, in California in particular, has the strong potential to have SPD offices competing with itself for available applicants.</p> <p>Career field managers reported very little, if any, use of relocation and retention bonuses. The E & S career field appears to have the most activity in these areas.</p> <p>Reported use of advance in hire rates was limited to the E & S career field. This benefit was applied less than 50% of the time.</p> <p>There were no reports of tuition assistance provided to SCEPs.</p>	<p>❖ The Los Angeles Air Force Base has developed a list of traditionally hard to fill positions. Once on this “list” these positions are immediately considered for recruitment and relocation bonuses when they become vacant. Additional positions may be considered for these bonuses as the situation warrants.</p> <p>Recruitment and relocation bonuses when authorized in advance of recruitment activities can then be promoted and used to attract more applicants. Retention bonuses (especially for high turnover, hard to fill positions) can also be promoted in the recruitment effort when it appears likely that the labor market conditions and the authorization of retention bonuses will continue.</p> <p>❖ Private sector best practices tie retention bonuses to employee performance as well as organizational need.</p> <p>Tuition assistance for SCEPs and tuition paybacks for interns can be very attractive recruiting tools – especially when attempting to attract under represented groups.</p> <p>According to a Corporate Leadership Council report (April 1999) sign on bonuses are viewed by most technical employees as an entitlement in today’s job market. From the companies profiled in this report, sign on bonuses ranged from \$1,000 to \$10,000. One company stipulated a 100% payback provision if the new hire left within the first six months and a 50% payback requirement if they left within the second six months of employment.</p>
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Next Steps

The ability to recruit is at a critical point within SPD. While it would be desirable to begin the process with a comprehensive workforce planning effort and evolve the recruitment strategy and the recruitment plan from the workforce plan, any further delay in activating a comprehensive recruiting effort would be detrimental to the organization. To move forward on establishing a viable recruitment program within SPD, the following steps are recommended:

Lay the Foundation

1. Develop a corporate strategy for recruitment SPD wide. Identify the type of people you want to recruit and what you are willing to do to get them and how you will go about getting them. Begin to identify and allocate resource requirements (both staff and financial).
2. Based upon corporate strategy and goals, identify “corporate brand”; develop marketing strategies and begin marketing.
 - Recommended time frame for steps 1 & 2– complete within 30 days

Address Current Critical Needs

3. Develop and begin implementation of short-term strategic recruitment plan for those career fields with existing critical recruiting problems and/or issues (i.e., E & S).
 - Recommended timeframe – 2 weeks to develop each career field plan; implementation timeframe dependent upon strategies adopted.
4. Begin integration of corporate recruitment strategies and corporate brand into recruiting tools and activities.
 - Recommended time frame – Begin after completion of steps 1 & 2 and parallel implementation of step 3

Plan and Prepare for the Future

5. Develop a Workforce Plan for a minimum of three to five years out. Translate workforce plan into action plans that include staffing requirements and recruiting requirements.
 - Recommended time frame – Depending upon resource availability, this can be started independently of the first four steps or can be done sequentially after short term needs are addressed. The amount of time to do this is dependent upon the information that is already available within the organization and the level of detail

and analysis desired. If this is the organization's first serious attempt at workforce planning, allow a minimum of ninety days for this process.

6. Develop strategic recruitment plans for career fields with significant recruitment needs or issues. Begin implementation.
 - Recommended time frame – This can be done only after steps 1,2 and 5 have been completed. Allow 2-4 weeks for the plan development for each career field; career fields may be done simultaneously. Implementation timeframe dependent upon strategies and goals.
7. Based upon desired outcomes, establish metric measurement tools to determine effectiveness of recruitment efforts and activities.
 - Recommended timeframe: Identify and put measurement tools into place prior to implementation of strategic recruitment plans in step 6.
8. Provide training for all of those involved in recruiting
 - ❖ All managers
 - ❖ All recruiters
 - ❖ All employees
 - Recommended timeframe: Training may be done in two phases, first phase is designed to meet shorter, critical needs (i.e. in limited career fields and locations); and second phase is geared to long term needs of many career fields and offices.

Anticipate Change Rather than React to Change

9. Continuously scan environment, changing workforce needs, and effectiveness of recruitment efforts. Revise and refocus at necessary.
 - Recommended time frame – Reassess on continuous basis; include as part of regular leadership meeting (i.e. perhaps on a monthly or quarterly basis).

By following this broad plan, SPD will not only lay the foundation and address critical short term recruitment problems, but will also provide an opportunity to pilot new recruitment strategies in a targeted fashion (i.e. when dealing with current critical needs) before deploying throughout the entire organization.

Conclusion

The South Pacific Division of the U.S. Army Corps of Engineers has many challenges and many opportunities facing it in the war for talent. After talking and meeting with Career Program Managers, recruiters and new employees, it is apparent that SPD has a great deal of strength as an organization and as a desirable employer. The mission is truly unique, visible, and has a great impact on the lives of many. The scope and size of SPD's projects and technical challenges associated with these projects provide the staff with continuous opportunities for professional development and stimulation. The sense of corporate family and teamwork resonates from the SPD employees we met.

Attracting and retaining highly skilled employees are the challenges of the new century throughout all of the business sectors. Gone are the days of "If you post it, they will come". Competition for talent will be keen and requires Federal agencies to substantially "raise the bar" on their support to recruitment efforts. Recruitment in this new era must be recognized and accepted as a legitimate "cost of doing business". Increased cost expenditures are rarely viewed in a favorable light until it is put into perspective and the cost to the organization of "not doing it right" is fully understood and acknowledged.

Shortage of staff not only impacts the organization's ability to deliver quality service to its customers but also has an adverse effect on the existing staff which can result in a downward spiral for the organization. It is apparent within SPD that the current level of effort and resources devoted to recruiting are not producing the results that SPD requires in order to remain a viable organization. The stakes for attracting talent will only increase as time passes. If human resources are truly a strategic asset in the Corps, then SPD must aggressively respond to the recruitment challenges facing it today.

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Attachment A

The Role of a Manager in the Recruiting Process

What should Managers do?

- ❖ Become a partner with Human Resources
- ❖ Be involved in the entire recruitment process
- ❖ Develop relationships with schools, professional organizations, etc.
- ❖ Constantly be talking to employees for referrals
- ❖ Convey the culture of the organization and the types of people that tend to succeed
- ❖ Attend professional networking events in your area of expertise

When should Managers do it?

- ❖ Constantly – recruiting is a continuous cycle

How should managers do it?

- ❖ Work recruiting into your weekly schedule
- ❖ Call potential candidates to talk to them about your opportunities
- ❖ Follow up with candidates who previously rejected your offer
- ❖ Stay in contact with former employees
- ❖ Follow your recruiting strategy and modify it when necessary

With whom should Managers do it?

- ❖ Everyone!
- ❖ Candidates who have previously interviewed with the agency
- ❖ People from your own agency as well as other agencies you come into contact with

Where should Managers do it?

- ❖ Workgroups
- ❖ Job Fairs
- ❖ Professional organizations
- ❖ College campuses
- ❖ Church, synagogue, neighborhood events
- ❖ Social engagements

Why should managers do it?

- ❖ As effective leaders, managers should nourish its current workforce-help it grow and become successful.
- ❖ When a manager shows that they care and value their employees, it will translate into the current employees talking positively about Federal employment and encouraging others to join
- ❖ Because it's no longer just a Human Resources function
- ❖ There is a tight labor market and now more than ever, managers play an integral part of the hiring process
- ❖ Because candidates want to hear directly from the managers
- ❖ Because managers are the ones who close the deal

Attachment B
Bonneville Power Administration (BPA)
Recruitment Plan for Engineers

Consultant's Note:

BPA's recruitment plan for engineers is divided into three parts. The first section outlines the universities/organizations BPA has targeted for relationship building based upon their diversity recruitment objectives. In addition, this section identifies the roles and responsibilities for all BPA partners associated with the recruitment efforts, the recruitment strategies to be used (based upon level of skills sought), recruitment events to be attended, recruitment tools available for use, and measurement criteria to evaluate recruitment efforts.

The second part of this plan (see Benchmarking starting on page 44) identifies all schools that were recommended as possible recruitment sources. Recruitment activity has been planned at all of these "benchmarked" schools (note: Attendance at Career Fairs on page 42).

The third part of this plan (see Organization Specific Plans on page 50) allows individual organizations to supplement the basic recruitment plan with additional activities and/or advertising that will maximize the recruitment results for their individual organizations.

Engineering Recruiting Plan (Two – Five Year) February 2000

Summary

Following discussions to develop this Recruiting Plan, we have agreed to the following:

University or Conference	Recruiter <u>Liaison (TF)</u>	Recruiter <u>Liaison (TM)</u>	Recruiter <u>Liaison (TN)</u>	Recruiter <u>Liaison (TO)</u>
Arizona State University				
University of Arizona				
San Diego State University				
California State University @Los Angeles				
Oregon State University				
University of Washington				
FEW Conference				
IMAGE Nat'l conference				
Project Uplift				

The FY99 AEP Report identifies specific diversity imbalances in the engineering series' (801, 810, 830, 850, 855) within BPA as follows:

General Engineer (801)

White female
African American male and female
Hispanic male and female
Native American male and female
Asian female

Civil Engineer (810)

White female
African American male and female
Hispanic female
Native American male and female

Mechanical Engineer (830)

White female
African American female
Native American female
Asian female

Electrical Engineer (850)

White female
African American female
Hispanic female
Native American female

Electronics Engineer

White female

African American male and female

Hispanic female

Native American female

Asian female

Our efforts to correct these imbalances will focus on the following events and campuses:

Arizona State University	student population of 3,665 Hispanics, 1,581 Asians, 1,042 African Americans
University of Arizona	Student population of 4,593 Hispanics, 936 Asians, 918 African Americans
San Diego State University	student population of 5,866 Hispanics, 4,399 Asians, and 1,759 African Americans
California State University @Los Angeles	student population of 6,720 Hispanics, 3,908 Asians, and 1,390 African Americans
Oregon State University	student population of 2,385 Hispanics, 1,126 Asians
University of Washington	student population of 1,238 Hispanics, 7,200 Asians, 1,110 African Americans
FEW Conference	attended by a wide variety of female students and full-performance Federally employed females
IMAGE conference	attended by high population of Hispanic students
Project Uplift	expected attendance of 9,000 Hispanics, Native Americans, and female students. Provides contact with University of New Mexico, New Mexico State University, Western New Mexico University.

Introduction

Recruitment for (need a total here) positions over the next two to five years at the entry and full performance levels has been identified for engineers in Transmission. See Attachment 2 for a breakout by discipline and organization.

This number may change as the Business Solutions Project is implemented and BPA continues to change.(Is this true for engineering?) Flexibility is recommended when determining hiring authorities to accommodate these changes.

Roles and Responsibilities

Personnel Services, Acquiring & Positioning (CHM) will work in partnership with TF, TM, TN, TO, and TS to establish a solid recruiting base. The partnership includes the following roles and responsibilities:

Communication:

Continuous communication is a responsibility of all involved. CHM, TF, TM, TN, and TO will share knowledge about the vacant positions, college degree programs that best match the client's needs, latest information regarding recruiting activities, and any other information that will enhance the recruiting project.

Recruiter Liaisons:

TF, TM, TN, and TO will establish technical points-of-contact (Recruiter Liaisons) and CHM will establish a recruiting point-of-contact (PS Recruiter) for each college or function we recruit from.

The Recruiter Liaisons will:

- assess college degree programs from a technical standpoint,
- serve as a member of the recruiting team, including attending career fairs and other college events related to recruiting and relationship building with students and faculty,
- establish and maintain relationships with college professors and/or others who might be of assistance in recruiting,
- periodically assist in assessing the program as it pertains to their assigned college and provide feedback to their manager and the PS Recruiter,
- provide input and assessment to the PS Recruiter of technical publications that would be appropriate for the placement of advertisements,
- provide input to the PS Recruiter of additional methods of full performance level recruiting.

The PS Recruiters will:

- establish and maintain relationships with college career centers,
- provide career fair information to the annual recruiting schedule,
- conduct basic qualifications determination on resumes received,
- refer qualified applicants to the appropriate manager(s),
- provide information to applicants concerning Federal employment,
- follow-up with applicants regarding status of their applications,
- periodically assess the program in coordination with the Recruiter Liaison, managers, and other CHM staff.

Recruiting Schedule:

CHM will establish an annual recruiting schedule based on their knowledge of recruiting functions and information obtained from the Recruiter Liaisons. The schedule will remain flexible to meet identified hiring needs.

Methods of Recruiting

Following are the methods of planned recruitment. Benchmarking information on West Coast college and university engineering departments, their career fair schedules, and other planned methods of on-campus recruiting and relationship building endeavors is also included.

Internal Opportunities

(see Issues List)

Full Performance Level Recruiting

See information on Internet recruiting, Advertising, and Recruiter Liaison roles and responsibilities.

Entry Level Recruiting

Below is a summary of the college relations program CHM has already begun establishing. Most entry level recruiting will be accomplished through these means.

College Relations

Building strong college relationships is necessary to conduct an effective recruitment program. Methods of building these relationships includes:

- Providing tours of BPA facilities, when possible;
- Guest speakers to student groups, especially minority student organizations;
- Attendance at awards banquets for graduating seniors;
- Conducting on-campus interviews;
- Maintaining ongoing communications with college career centers, minority students and their organizations, and
- Regular attendance at career fairs.

Attendance at Career Fairs

Attendance at the following career fairs is planned for FY2000 for engineering positions.

Sep	San Diego State University	Jan 25	University of Calif., San Diego
Sep	Arizona State University	Jan 26	University of Washington
Sep	University of Arizona	Feb 1	Washington State University
Oct	Washington State University	Feb 16-17	San Diego State University
Oct	University of Calif., LA	Feb 16	Portland State University
Oct	Univ. of Washington	Feb 24	Oregon State University
Oct	Oregon State University	Feb 24-25	Project Uplift
Oct	California State University, LA	Mar 1	University of Portland
Nov	Soc. of Hispanic Prof. Engineers,	Apr 6	California State University, LA
	West Coast Conference	Apr 15	Arizona State University
Nov	American Indian Science &	May	National IMAGE Conference
	Engineering Nat'l conference	July	Federally Employed Women's National Conference

Advertising

CHM is placing advertisements in college and minority organization publications prior to attendance at career fairs and recruiting related conferences.

BPA Recruiting Bulletins are posted on the BPA website, linked with DOE's website, posted on OPM's USAJobs website, and sent to an external e-mail list.

Appropriate advertisements will be placed in professional publications as they are identified and assessed for effectiveness and as funds are available.

Internet Recruiting

CHM is currently researching various Internet recruiting companies comparing cost, diversity outreach, saturation levels, resume traffic, applicant profiles, and other internet features.

Hiring Authorities and Incentives

In our efforts to be more competitive and create flexibility, the following hiring authorities should be considered, in addition to career and career-conditional appointments.

Outstanding Scholar Program: This authority is not for use for engineering positions.

Superior Qualifications Appointments: Appointments made at a step higher than step 1 of the GS pay scale. Justification is required to show the superior qualifications of the candidate or a special need of the agency for the candidate's services.

Temporary Limited Appointments: Initial appointment is one year with option of a one-year extension.

TERM Appointments: Initial appointment is more than one year but not more than four years; appointments are made from registers, certain disabled veterans, reinstatement eligibles, or former term employees. No competitive status is acquired; term employees are eligible for within-grade increases.

Recruitment Bonuses: May be paid up to 25% of the employee's annual pay at initial hire.

Measuring Success

CHM will measure results of each recruitment effort by tracking numbers and minority statistics of the following: Qualified resumes received, resumes referred, applicants interviewed, applicants hired, costs involved. CHM will also solicit managerial feedback concerning quality of resumes and will assess each career fair through the recruiting team participants.

Issues List

Issues that are not fully addressed in this plan need to be discussed among the engineering recruiting team:

Internal Opportunities: discussions concerning developing engineering opportunities for internal BPA employees.

Full performance recruiting: discussion concerning methods of full performance level recruiting, i.e., where to recruit, how to recruit beyond recruiting bulletin posting.

Coverage at career fairs: need the flexibility to have Recruiter Liaisons cover for each other at career fairs. This requires briefing each other on the work of your organization so the other Liaison can speak effectively to students when recruiting.

Benchmarking

Using information from college websites and the US News Online rankings provided the following college benchmarking. Working towards a balance of high educational standards and demographics, the following schools are recommended for engineering recruiting:

- Arizona State University (high standards; high demographics)
- California State University, Los Angeles (moderate standards; high demographics)
- Oregon State University (moderate standards; high demographics)
- San Diego State University (high standards; high demographics)
- University of Arizona (high standards; high demographics)
- University of California, Los Angeles (high standards; high demographics)
- University of California, San Diego (high standards; high demographics)
- University of New Mexico (high standards; high demographics)
- University of Washington (high standards; moderate demographics)

Because of our history of successful recruitment and our responsibility to the region we should consider continuing our recruitment efforts at the following schools:

- Portland State University (moderate standards; low demographics)
- Washington State University (moderate standards; low demographics)
- University of Portland (moderate standards; low demographics)

Colleges and Universities

Arizona State University

Tempe, AZ

Academic Reputation Score = 3.3

Demographics

Population	35,938
Hispanic	10.2%
Asian	4.4%
African American	2.9%
Female	50.6%

Engineering (<http://www.eas.asu.edu/>)

Electrical: Department conducts research and instructional programs in five main areas: solid state electronics, power, electromagnetics, signal processing and communications systems, and systems and controls. Offers an ABET accredited BSE, MSE without a thesis, an MS with a thesis, and a Ph.D. with a dissertation. Has over 750 enrolled undergraduate students and over 450 enrolled graduate students.

Civil: Department offers study area including structural, geotechnical, environmental and water resources, transportation and materials engineering. Civil Engineering program is ABET accredited. Students will be prepared for the Fundamentals of Engineering (FE) examination and, with experience, professional registration.

Mechanical: Department of Mechanical and Aerospace Engineering (MAE) is dedicated to continued development of excellence in its research and teaching programs. Research in certain areas of design and manufacturing, fluid mechanics, heat transfer, mechanics and materials, and system dynamics and control receives international recognition. Publications and extramural funding levels continue to accelerate. Innovative teaching and design methods are also featured. Department offers BS, MS, MSE, and Ph.D. in Aerospace Engineering and Mechanical Engineering. Undergraduate programs are ABET accredited

California State University, Los Angeles

Los Angeles, CA

Academic Reputation Score = 2.8

Demographics

Population	15,448
Hispanic	43.5%
Asian	25.3%
African American	9%
Female	59.4%

Engineering (<http://www.calstatela.edu/academic/engr/tmp/et/index.htm>)

Bachelor's of Science degrees in Electrical Engineering, Civil Engineering, and Mechanical Engineering are offered. Review the website for specific course description and faculty information.

Oregon State University

Corvallis, OR

Academic Reputation Score = 2.9

Demographics

Population	13,251
Hispanic	18%
Asian	8.5%
African American	1.3%
Female	45%

Engineering (<http://www.engr.orst.edu/>)

Electrical: Curriculum meets requirements for professional engineering degree and is accredited by ABET. Undergraduates may elect courses in science or engineering during sophomore, junior, and senior years to prepare for graduate work or to form a broad undergraduate program. Many courses allow students to work in well-equipped laboratories, providing direct experience with analog, digital, and hybrid computers, design and manufacture of integrated circuits, and a variety of electronic and electrical engineering equipment.

Civil: Curriculum is designed to prepare students for professional and responsible engineering positions with business, industry, consulting firms, or government. Curriculum includes basic sciences, social sciences, humanities, communication skills, engineering sciences, and engineering design.

Mechanical: Curriculum is broad in scope with course work and project activities in several areas. By proper choice of electives, students may achieve a degree of specialization and depth. The areas include applied stress analysis; design and analysis of mechanical and thermal/fluid systems; concurrent design; dynamics; heat transfer; fluid dynamics; metallurgy and materials; and energy system design.

Portland State University

Portland, OR

Academic Reputation Score = 2.5

Demographics

Population	11,060
Hispanic	2.6%
Asian	7.6%
African American	2.2%
Female	51.9%

Engineering (<http://www.eas.pdx.edu/>)

Electrical: ABET-accredited program in electrical engineering and computer engineering program provide necessary background for employment and graduate study. Specialization areas include physical electronics, electrical power engineering, automatic control systems, communication systems, optical electronics, electromagnetics, analog and digital electronics, VLSI circuit design, computer architecture, microprocessor system design, and neural networks.

Civil: Goals are to provide high-quality undergraduate and graduate courses to prepare students for practice in government, industry, and private consulting; provide a well-rounded education in major discipline areas of civil engineering; allow students to select one or more major discipline areas for specialization; maintain an overall emphasis on design; and foster interaction with the local industrial community. Modern laboratories and computing facilities are available for students in the program. These include the Seismic Testing and Applied Research (STAR) Lab, computer-aided design (CAD) labs, and structures, geotechnical, hydraulics and transportation labs. Accredited by EAC/ABET.

Mechanical: Undergraduate program at Portland State University is ABET accredited and maintains close ties with regional industry. BSME includes broad base in fundamentals of thermal/fluid sciences, machine component analysis, and dynamic system modeling; highly successful senior design sequence that embraces these fundamentals and provides students with a realistic industrial experience in a team setting; specialization in two areas, thermal system design and mechanical system design.

San Diego State University

San Diego, CA

Academic Reputation Score = 2.6

Demographics

Population	29,331
Hispanic	20%
Asian	15%
African American	6%
Female	55.4%

University of Arizona

Tucson, AZ

Academic Reputation Score = 3.6

Demographics

Population	30,620
Hispanic	15%
Asian	6%
African American	3%
Female	51%

Engineering

Electrical: (<http://www.ece.arizona.edu/>) Electrical and Computer Engineering Department (ECE) conducts research and instructional programs ranging from electromagnetic scattering to communications and information processing, from semiconductor electronics to computer engineering, and from circuits to signal processing and image analysis. This dynamic program of teaching, research, and service has earned a distinguished national reputation. Department offers BS in electrical engineering, computer engineering, and optical engineering; and MS and Ph.D. in electrical and computer engineering. Department ranked as one of the top 20 among public institutions in the US, and in top 10% of ECE departments in all US colleges and universities. Research funding in previous years amounted to over \$5.2 million/year. There are currently 805 undergraduate students and 207 graduate students enrolled in the department.

Civil: (<http://w3.arizona.edu/%7Ecivil/>) Department Civil Engineering and Engineering Mechanics currently has 13 tenure track faculty, as well as 2 non-tenure track faculty members, 227 undergraduate students and 40 graduate students. The ranks of faculty range from assistant professor to Regent's Professor. Also have two members of the National Academy of Engineering, including the President of the University assigned to faculty.

University of New Mexico

Albuquerque, NM

Academic Reputation Score = 3.0

Demographics

Population	17,887
Hispanic	28.9%
Asian	3.2%
African American	2.7%
Female	55.7%

Engineering (<http://www.cs.unm.edu/soe/>)

Electrical: Program is divided into several areas of concentration: electronics, microelectronics, optoelectronics, computers and digital systems, networks and control systems, power systems, and signal processing and communications. BS in electrical engineering is the basic degree offered and is accredited ABET.

Civil: Department faculty have graduate degrees, principally doctorates, from prominent universities throughout the country. All are registered professional engineers and many have had civil engineering experience with industry or governmental agencies. Faculty are dedicated to high-quality teaching and several have won teaching awards. To maintain currency in their technical fields, most faculty conduct sponsored research; many of these projects provide employment opportunities for students. Because the department is relatively small, students have opportunities to interact with faculty in the classroom and the laboratories. Faculty are committed to enhancing the learning experience for students and are available to work individually with them to provide help and counsel.

Mechanical: Department offers BS, MS, and Ph.D. degrees in Mechanical Engineering. Bachelor of Science degree in Mechanical Engineering is ABET accredited.

University of Portland

Portland, OR

Academic Reputation Score = 3.4

Demographics

Population	2,196
Hispanic	2.4%
Asian	5%
African American	1.3%
Female	55.5%

Engineering (<http://www.up.edu/academics/engineering/default.html>)

The School of Engineering offers undergraduate and graduate degree programs. Four-year bachelor of science degrees in civil engineering (BSCE), electrical engineering (BSEE), and mechanical engineering (BSME), and engineering management (BSEM). Students may opt for a "computer track," and beginning with sophomores in 1999, the Department of Civil Engineering will offer an "environmental track." In undergraduate studies, curriculum progresses from mathematics and science in the 1st year to engineering science in the sophomore year. Junior and senior year studies concentrate on analysis, design, and synthesis aspects of topics learned in the first 2 years. Capstone design projects are in the senior year in civil, electrical, and mechanical engineering. Students embark on in-depth study of a particular device, structure, or system and design it from the ground up.

University of Washington

Seattle, WA

Academic Reputation Score = 4.0

Demographics

Population	32,584
Hispanic	3.8%
Asian	22.1%
African American	3.4%
Female	50.5%

Engineering (<http://www.engr.washington.edu/>)

Electrical: Undergraduate program admits approximately 160 students per year, with average freshman/sophomore GPA of 3.5. Curriculum is ABET-accredited and combines strength in electrical engineering fundamentals with extensive laboratory experience and an environment that stresses leadership, teamwork, and creativity. Department has focused program of ongoing improvement of undergraduate education. This includes curriculum revision for the core classes, new laboratories, and new courses funded by NSF in photonics and consumer electronics. In 1996 founded an undergraduate tutorial center to provide senior peer help for all undergraduate courses.

Civil: (<http://www.ce.washington.edu/welcome.htm>) Department offers coursework and graduate programs in all Civil and Environmental Engineering subdisciplines including construction engineering, environmental engineering and science, geotechnical engineering, hydraulics systems, structural engineering, transportation engineering and water resources. Department has over 30 faculty with outstanding international reputations in teaching and research. Department's faculty has written papers that have been cited over 5,000 times since 1990. Undergraduate program consistently ranks among nation's top 12 Civil and Environment Engineering programs. Graduate program ranked 13th in 1998. Committed to improvement and continue to implement Strategic Plan to enhance effectiveness of instructional, research, and service missions.

Mechanical: (<http://www.me.washington.edu/>) Mechanical Engineering degrees offered. Refer to website for details.

Washington State University

Pullman, WA

Academic Reputation Score = 3.1

Demographics

Population	19,884
Hispanic	3.3%
Asian	5.3%
African American	2.2%
Female	47.9%

Engineering (<http://www.cea.wsu.edu/undergrad/>)

Electrical: Offers degrees of Bachelor of Science in Electrical Engineering (BSEE), Computer Science (BSCS), or Computer Engineering (BSCptE), and Master of Science in Electrical Engineering (MSEE) or Computer Science (MSCS), and Doctor of Philosophy. BSEE program is accredited by Engineering Accreditation Commission of the Accreditation Board of Engineering and Technology (EAC of ABET); program leading to the BSCS is accredited by the Computer Science Accreditation Commission of the Computing Sciences Accreditation Board (CSAC of CSAB). Curriculum is oriented toward basic theory and concepts which prepare students for entry into research, design, development, operations, management, teaching, sales, and consulting. Laboratory experience is emphasized to provide familiarity with electrical, electronic, and computing equipment and with experimental techniques. Modern laboratories are available for electrical circuits, electronics, power systems, electromagnetics, measurements, digital microtechnology, systems and computers. Curriculum is designed so that equivalent of the first 3-4 semesters may be transferred from community colleges with minimal difficulty. Additional basic material is concentrated in the junior year, and maximum flexibility permitted in the senior year, allowing the student to develop a breadth of interest or select an area of specialty.

Civil: BS in Civil Engineering is ABET accredited. Objective of program in civil and environmental engineering is to give thorough training in fundamental engineering principles with intensive introduction to each of the specializations within civil engineering. Program includes opportunity to develop emphasis in specialty areas of environmental, hydraulics, geotechnical/transportation, and structural. Student's program is tailored to meet needs and interest of the student. Curriculum emphasizes a combination of classroom and lab education with computer-aided design and analysis. The department maintains a microcomputer lab.

Mechanical: Curriculum emphasizes foundation courses at the third year, emphasizes analysis and design, and lab courses provide opportunities for hands-on experiences. Computer applications are interwoven. In the fourth year each student selects an emphasis area with 2 design-focused electives to build upon material from the foundation courses and to integrate across the emphasis area. Undergraduate program is completed with both a capstone project design course and a capstone lab course. An integrated BS/MS program facilitates the completion of a master's degree in one additional year beyond the bachelor's degree. Degrees of BS in Mechanical Engineering (ABET accredited), MS in Mechanical Engineering, and Ph.D. (Mechanical Engineering) and participates in the interdepartmental program leading to the degree Doctor of Philosophy (Engineering Science).

Organization Specific Plans

To be able to identify and meet the engineering recruiting needs of each Transmission organization, this organization-specific attachment is included. The PS Recruiters will provide coordination between organizations as much as possible to contain costs and reduce confusion for college contacts, while still providing adequate recruiting to meet needs.

Transmission Field Services (TF)

Vice President, Fred Johnson

Current needs	Electrical	Electronics
Projected needs (2-5 years)	10	11

Organization-specific strategies:

Advertising: SPC & PSC engineering ads in newspapers and technical publications (T&D World, Electric Light, Electrical Apparatus, Power Engineering). Also in diversity related publications: NSBE magazine, SWE Region J Newsletter, SWE National magazine, Winds of Change (AISES), and SHPE National magazine.

Internet: SPC & PSC engineer recruiting bulletins posted on USAJobs.com, AmericasJobBank.com, EnergyInfoSource.com, and EnergyJobs.com.

Transmission Business Strategy, Finance and Risk Management (TM)

Manager, Brian Silverstein

Current needs	Electrical
Projected needs (2-5 years)	

Organization-specific strategies:

Transmission Engineering and Technical Services (TN)

Vice President, Alan Courts

Current needs	Civil	Electrical	Electronics	Mechanical	Structural
Projected needs (2-5 years)					

Organization-specific strategies:

Transmission Operations and Planning (TO)

Vice President, Vickie Vanzandt

Disciplines: Civil, Electrical, Electronics

Current needs	Civil	Electrical	Electronics
Projected needs (2-5 years)			

Organization-specific strategies:

Attachment C Recruitment Web Sites

Current Top Four Nationwide Fee Job Boards

www.Monster.com
www.Headhunter.com
www.HotJobs.com
www.CareerMosaic.com

Free National Career Sites

www.AmericasJobBank.com
<http://Careers.Altavista.com>
www.Jobcatalog.com
www.JobsOnline.com - Lists career fairs and job postings; one of the most visited free sites
<http://classifieds.lycos.com>
www.Jobs.net
www.USJobBoard.com
<http://recruiter.yahoo.com>

Regional Job Boards

Arizona

www.AZ-jobs.com

California

<http://californiajobs.com> - Offers posting statewide
www.caljobs.ca.gov
www.sfgate.com
www.bayrecruiter.com
www.bayarea.com
www.jobsjobsjobs.com - San Francisco Bay Area
www.sacjobs.com - Sacramento area

Diversity Career Sites

www.black-collegian.com
www.Diversilink.com - Official job database service of the National Society of Hispanic Professional Engineers
www.DiversityCareers.com - Engineer and IT jobs
www.DiversityEmployment.com
www.HireDiversity.com
www.lhispano.com
www.Minorities-jb.com
www.Minorityprofessionals.com
www.iminorities.com

College Job Boards for Students and Graduates

www.collegecentral.com - College Central Network
www.collegegrad.com - College Grad Job Hunter
www.InternsNet.com
www.Internweb.com - Free
www.JobDirect.com
www.JobTrak.com
www.MBAjob.com
www.ujobbank.com - University Job Bank
www.USInterns.com

Professional Associations

www.nspe.org - National Society of Professional Engineers
www.swe.org - Society of Women Engineers
www.nsbe.org - National Society of Black Engineers
www.computer.org - IEEE Computer Society
www.asce.org - American Society of Civil Engineers
www.asme.org - American Society of Mechanical Engineers
www.aiche.org/careerservices - American Institute of Chemical Engineers
www.acw-hq.org - Association of Women in Computing

Accounting/Finance

www.accounting.com
http://accounting.pro2net.com
www.bigfivetalent.com
www.jobsinthemoney.com
www.accountingclassifieds.com

Engineer and Scientist Career Sites

www.Ajob4Engineers.com - Free site
www.Aecjobbank.com - For architecture, engineering, construction, real estate, manufacturing
www.ChemicalEngineer.com
www.graduatingengineer.com - Graduating Engineer & Computer Careers
Online
www.EngineeringClassifieds.com
www.EngineeringJobs.com
http://engineerjobs.com
http://jobs.ieeeusa.org/jobs/services - IEEE – USA Job Service – electrical, electronics, and computer engineers and computer scientists
www.brassring.com - Virtual job fair - technical
www.mechanicalengineer.com
www.geosciencejobs.com - Free site

Information Technology

www.computer.org

<http://www.jobs.co.za>

www.isgjobs.com

www.pcpersonnel.com - Technical networking jobs in Northern CA

www.americanjobs.com - High tech IT and Engineers

www.careertech.com - Engineer and Computer Sciences

www.computerjobfair.com

www.computerwork.com - IT/IS jobs

www.jobs4it.com

www.brassring.com - Virtual job fair - technical

Real Estate

www.aecjobbank.com

www.jobsite.com

Attachment D

Characteristics / Competencies for Recruiters

BACKGROUND: The organization's goal in recruitment should be to market the organization with the long-term goal of filling jobs. Recruiters need to distinguish between wanting to find someone for the job and selling the organization and what the organization has to offer the person. Recruitment events might well be the initial contact where you are selling the organization. Recruiters must be able to understand what the organization can offer, what the opportunities are, what is beyond this job for a candidate and what the future needs are for the organization.

Identify and select recruiters based upon the following:

- ✓ Knowledgeable about HR issues, organization, what organization is about, details of position, ability to be an ambassador!
- ✓ Positive and enthusiastic attitude
- ✓ Good oral communication skills
- ✓ Represent audience you are trying to attract (i.e., gender, age, ethnicity, occupation, etc.)
- ✓ 2-3 within Department to assist in workflow
- ✓ Enjoy the work
- ✓ Enjoy meeting new people
- ✓ Enthusiastic and upbeat when talking about the organization